

Instruments of social participation in the local revitalisation programmes of the cities in Poland

*Paweł Hałat**

1. Scope, objective, and methodology of the work

The role of social participation in the urban areas revitalisation develops from the definition of revitalisation – understood as a coordinated social and investment process of transformation of degraded urban space, carried out collectively by the local authorities, local community, and other participants. The subject of research were the LRP records from the years 2004-2009, prepared within the framework of the Integrated Regional Operational Program (IROP) and Regional Operational Programs (ROP) procedures. The purpose of research was to determine if awareness of the necessity to start negotiations between local authorities and local community within the preparation and implementation of revitalisation programs is common, as well as identification of the instruments of social participation used.

Identification of social communication tools used by local authorities was based on analysis of the local revitalisation programs available in the Public Information Bulletins on the Internet. The research on LRP was carried out in 190 cities in all voivodeships – over 20% of the Polish cities overall²⁴.

2. Social participation in public management

According to contemporary public management concepts, the complexity of modern world, dispersal of resources and the lack of monopoly of any aspect of social life on power, knowledge, information and financial and material resources needs multi-subject and interactive actions [Pawłowska, 2007]. Including all the stakeholders in actions up till now restricted to authorities and public administration, and forming partnership relations between inhabitants and public authority and civil servants plays a more important role in management of cities' development [Kozuch, 2003].

* mgr Paweł Hałat - Jagiellonian University Institute of Public Affairs

²⁴ 897 cities in 2009

T. Markowski [1999] notes that the ability of local authorities to cooperate with local institutions, organizations and local community by giving access to cooperated management, creating partnership relations, or delegating some tasks dependent on municipal authorities may be regarded as a reflection of professional management.

Ensuring social participation and access to information is also one of the priorities of the European Union policy regulated among others by the Convention on access to information, public participation in decision-making and access to justice in environmental matters of 1998, ratified by Poland in 2001 (Journal of Laws of 2003, No. 78, item 707).

For the purposes of this publication, the division of interactions between the public authorities and citizens into three levels (according to increasing influence of citizens on the decisions taken) prepared by OECD [*Citizens as Partners*, 2001] has been applied:

- 1) informing – providing information on public subjects to the stakeholders, both on the authorities initiative, and upon citizens' request;
- 2) consulting – receiving feedback from the citizens in the field of interest defined by the public authorities and on the basis of provided earlier information;
- 3) active participation – involving citizens in the process of policy-making and decision-making, assuming a significant role of citizens in creating politics and suggesting particular solutions, but simultaneously assuming that the final responsibility for decisions taken and policies formulated is incurred by the public authority.

3. Social participation in revitalisation

The significance of social participation in revitalisation of old districts is analysed by K. Skalski [1996]. The author emphasizes the necessity to create mechanisms favourable to social participation, because the success of revitalisation is greatly dependent on gaining credibility in the local investors' psychology – of building owners and citizens [Skalski, *Trudne drogi...*].

The authors of the manifesto “Powrót do miasta” (“Return to the City”) [Mliczyńska-Hajda] draw attention to the lack of such mechanisms, and even hindrance of increasing the social participation in the local matters. They write: "what in other countries belongs to the field of political and social discourse, in Poland is included in the field of law procedures, without any chances for an open and factual discussion, debate, and developing social rules of cooperation in public area." Such open debate over the future of degraded space, and at the same time public-private cooperation, also in the financial

aspect, is necessary for revitalisation to succeed, because individual, uncoordinated investments are not able to retrieve the ability to generate high income in the particular area. It should also be noted that clear and comprehensible for a non-expert vision of spatial development with elements of architectural vision is necessary as the instrument allowing the stakeholders, including potential investors, to become oriented in future attractiveness of the areas within which the actions are to be taken [Markowski, 1999].

The significance of the local community participation in revitalisation is also indicated by experiences in Western European countries, e.g. United Kingdom. Social participation was an integral part of the City Challenge (CC) initiatives in the United Kingdom, where public funds were handed over to "associations" where the representatives of local authorities, entrepreneurs and local community cooperated [Graham, 1996]. The program emphasized the role of local communities and connecting the revival with theoretical and practical training. It was assumed that the actions should be subject to social control, and involving the community must occur on all of the levels and stages of revitalisation and be constant [Graham, 1996].

According to the authors of *Podręcznik rewitalizacji* (Revitalisation handbook) [2003] the participation should begin with informing the local community about the crisis areas and possibilities of revitalisation, and thus start the dialogue on the current situation, needs, images and preferences of the citizens. For the citizens' willingness for cooperation the authors are ready not only to give information on the subject mentioned, but also to acknowledge applications connected with the program. Social participation should also accompany consecutive stages of the revitalisation programme and its implementation. Furthermore, the book emphasizes the significance of Internet tools in enhancing the possibility of opening the local authorities to opinions, criticism, and above all ideas of the local communities.

The necessity to undertake social consultations was also assumed in the project *Ustawy o rewitalizacji (...)* (Act on Revitalisation), carried out by Revitalisation Forum Association [Stowarzyszenie Forum Rewitalizacji, 2006].

The social participation model for revitalisation has been prepared by K. Noworól [2005], who suggested participation of citizens already at the stage of devising the LRP guidelines, which is not only an instrument of the needs of the revitalized area diagnosis, but also would allow to avoid further conflicts in the execution stage.

4. Social participation in the revitalisation program guidelines within operational programs

The majority of the local revitalisation programs came into being as a response to the possibility of obtaining EU funds, thus their recordings had to be concordant with the operational programs objectives, and with LRP preparation guidelines established by the managing authority (MA) of the program. In the years 2004-2006 *Przewodnik dotyczący kryteriów planowania oraz zarządzania projektami dotyczącymi rewitalizacji zdegradowanych obszarów miejskich, przemysłowych i powojkowych...* (Guidelines regarding the criteria of planning and managing the revitalisation projects of degraded urban, post-industrial and post-military areas) [2004] was applicable. In the new UE programs period (2007–2013) most of regions (apart from Podlaskie Voivodeship) decided to place the priorities of degraded urban areas revitalisation in the Regional Operational Programs (ROP) – 15 new guidelines of preparing LRP came into being (Table 1).

The guidelines for preparation of LRP within IROP, according to K. Skalski suggested that revitalisation is "a combination of technical actions with economic recovery programmes and actions for solving social problems" [*Przewodnik...*, 2004, p. 6]. In the documents the participation in preparation works and in implementing programmes of social-economic partners crucial for the commune's development is particularly stressed. The documents also emphasize the role the "soft" (social) projects play in revitalisation success. Much less emphasis is put on the broad social consultations in the programme and revitalisation projects. *Przewodnik...* as a matter of fact indicates the role of social communication in building trust and cooperation, and describes the need to develop a cooperation model, but at the same time presents it mainly in the categories of information and PR (Table 1). This depiction, as it is demonstrated below, predominates in many revitalisation programmes in Polish cities.

The accuracy of ROP guidelines regarding LRP preparation varies to a large extent – from chapters consisting a couple of pages in ROP detailed descriptions giving only basic requirements for the programmes (Mazowieckie Voivodeship), to detailed handbooks (Wielkopolskie and Pomorskie Voivodeship). The depiction of issues connected to social participation on all revitalisation stages varies as well (Table 1).

The most exhaustively described social participation subject can be found in the ROP guidelines in Pomorskie Voivodeship [*Wytyczne dotyczące...*, 2010]. The chapter devoted

to social participation issue describes in detail respective stages of social participation²⁵ – from information on the problem areas, through discussions with stakeholders on the city's intentions, the programme's content and its projects, to involvement of local community in execution of the programme.

An extended analysis is also included in the MA ROP guidelines in Kujawsko-Pomorskie Voivodeship [*Wytyczne dotyczące przygotowania...*, 2008], relating to the rule of empowerment, among others to increase the effectiveness of revitalisation initiatives undertaken. The necessity of inhabitant's participation in LRP preparation process is also emphasized in MA guidelines in Małopolskie Voivodeship [*Metodyka przygotowania...*, 2009] – participation of inhabitants, business and social entities and other people on all revitalisation stages should be based on the mentioned before scale of participation. The guidelines recommend as well identification of local, regional and national motivation instruments for each category of investors (entrepreneurs, NGOs, private persons, other) during the programme preparation.

The LRP guidelines in Łódzkie Voivodeship [*Zasady przygotowania...*, 2008] assume an obligation of conducting social consultation on document's principles and the list of projects. Furthermore, they draw attention to the possibility of handing over some of the tasks to non-public entities (e.g. tenants' associations, NGOs). The ROP in Dolnośląskie Voivodeship [*Wytyczne dotyczące...*, 2008] also indicates the possibility of delegating tasks and transferring funds to non-public partners. Conducting social consultations with the citizens, social organizations, investors and public services responsible for safety, is included in the ROP guidelines in Zachodniopomorskie Voivodeship [*Wytyczne w zakresie...*, 2009], while in Wielkopolskie [*Wytyczne w zakresie zasad* 2009, p. 20] and Opolskie [*Wytyczne w zakresie zasad...*, 2009, p. 25] Voivodeship as a minimum standard was adopted "enabling the citizens giving their opinions on the document and putting forward their propositions of investment tasks", also via email, and participation in at least one consulting meeting. Only the guidelines for Lubuskie Voivodeship [*Wytyczne do tworzenia...*, 2009, p. 10] enumerate the instruments of social communication (Table 1). According to the RPO guidelines in Warmińsko-Mazurskie Voivodeship [*Wytyczne Instytucji Zarządzającej...*, 2008], the revitalisation area should be determined not only on the basis of ratio analysis, but also with the consideration of social consultations on this subject.

²⁵ Partly on the basis of the aforementioned *Podręcznik rewitalizacji. Zasady, procedury i metody działania współczesnych procesów rewitalizacji*, 2003.

The guidelines in Mazowieckie [*Zasady przygotowania*, 2009], Świętokrzyskie [*Wytyczne Instytucji Zarządzające...*, project], Śląskie [*Wytyczne do opracowania...*, 2008], Podkarpackie [*Wytyczne w zakresie...* 2009], and Lubelskie [*Wytyczne dla opracowania...* 2008] Voivodeships include laconic mentions of social consultations and partnership. Świętokrzyskie Voivodeship decided that ROP applications can be made only by the territorial local government entities, and social and private entities can be only the partners of revitalisation programmes within ROP. Only in a few voivodeships (Kujawsko-Pomorskie, Lubelskie, Łódzkie, Opolskie, Pomorskie, Warmińsko-Mazurskie and Zachodniopomorskie) it was decided that social consultation reports are obligatory elements of LRP.

5. Social participation instruments in LRP – results of the research

Informing

Providing information by the local authorities constitutes a basic condition of social participation in the process of degraded districts revitalisation. The instruments of sharing information were taken into consideration in respect of all analysed LRP. However, the ways of informing, the number of techniques used, and the kind of shared information vary to a large extent. Over 60% (177 documents) enumerated 3-6 tools of providing information. A significant percentage of LRP (41 programmes, 21%) assumed using no more than two tools of informing the inquirers. In 15 documents more tools were enumerated. In a similar number of programmes the means and information channel were not specified.

The most common channel of distributing information regarding LRP is the Internet (Table 1) – 90% of the cities declares using their own web pages to inform the local community about the actions undertaken and promotion. However, more advanced use of Internet as means of informing in the form of a separate revitalisation portal is not very common. Only 33 cities (17%) declared creating such portals. In reality there were a little more of them – in the research 52 functioning portals were found on the cities' web pages (27%).

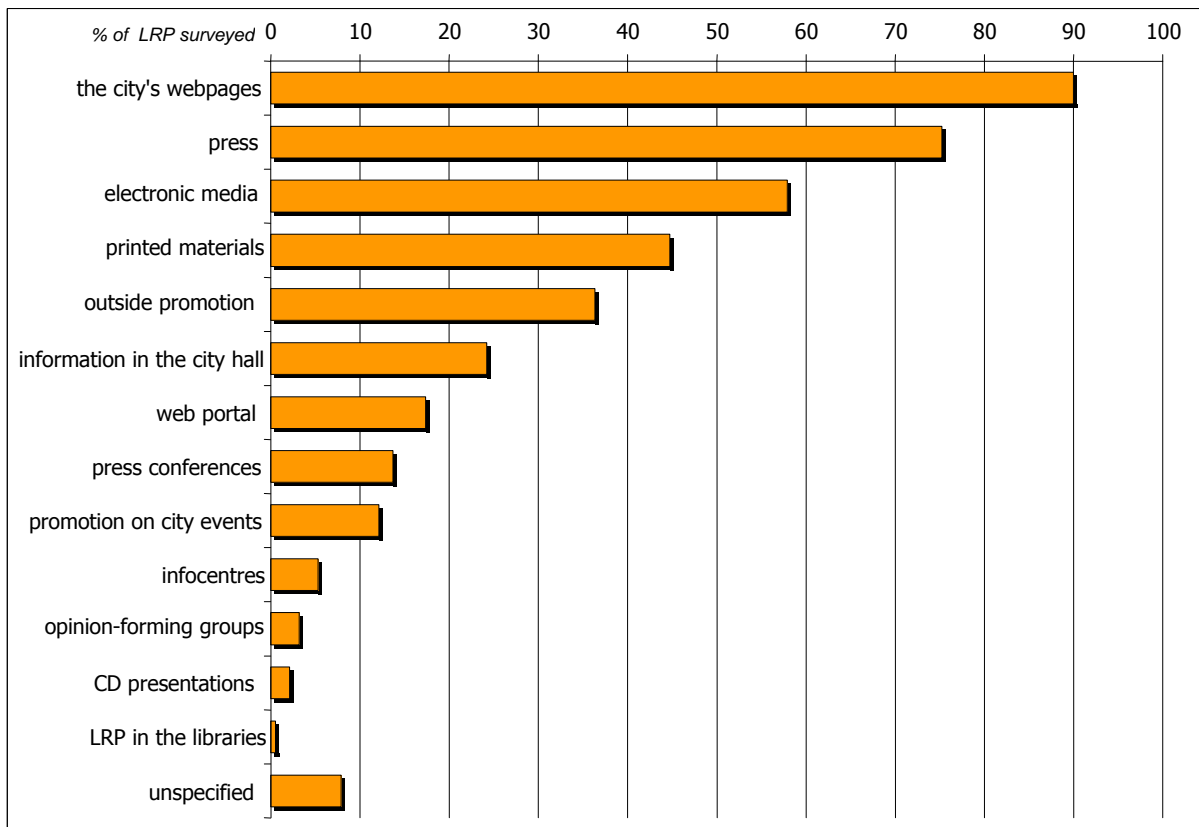


Fig. 1. Means of informing the citizens on LRP

Source: own development.

An important channel of sharing information are local media. The biggest percentage of the cities declares cooperation with the press (over 75%), a little less (58%) with the representatives of electronic media. Organising press conferences was declared only by 14%. In almost a half of the programmes analysed, publication of printed materials (brochures, leaflets, catalogues, pamphlets) regarding revitalisation was included. Less than 40% anticipates outside promotion (billboards, bulletin boards). The other declared forms were as follows: direct informing of the inquirers, e.g. when having things to attend to in the city hall (25%), and information and promotion on the city or district events (17%). A small number of cities (5%) anticipated creating special infocentres in the revitalised areas, 3% anticipated using the help of the persons of public trust to promote the programme. An interesting example of promotion are multimedia LRP presentations on CDs and giving a printed version of the programme to the libraries. In about 8% of the programmes means of informing the citizens about revitalisation were not specified.

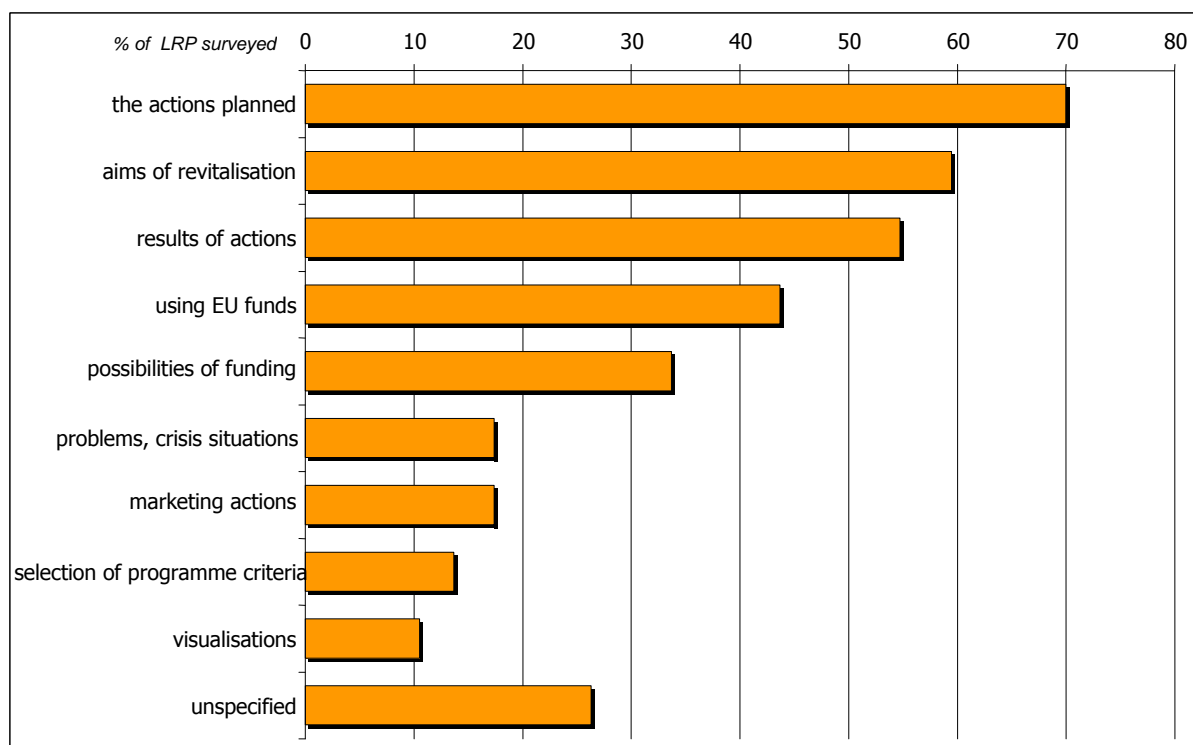


Fig. 2. Subject of information in LRP

Source: own development.

The most frequent subject of information were the actions planned in revitalisation areas and aims of revitalisation (Fig.2). Over a half of LRP included information on the effects of the actions undertaken, but only 17% of the programmes informed about the problems of revitalisation areas and crisis situations (i.e. about the reasons for undertaking actions). The promotion of EU funds was mentioned in 44% of the programmes, and in nearly one third informing potential beneficiaries about the possibilities of funding the projects was anticipated. Less than 20% of LRP included conducting marketing actions (building the image of subjects of revitalisation). Only 14% of the programmes took into consideration informing about the procedures and explaining the criteria of project selection. In every tenth programme there was a suggestion that presenting spatial concepts, visualisations, sketches and plans of investments is necessary. A large group of programmes (26%) did not specify the kind of information provided to the local communities.

Participation instruments – Internet web pages on the subject of revitalisation:

Poznań

The webpage devoted to the revitalisation in Poznań [*Aktualności o pracach...*] belongs to the mostly developed city portals giving information on the problems and aims

of revitalisation, the course of social consultations, and the projects implemented. The portal also makes available the documents, including the City Revitalisation Programme – unfortunately without any general presentations for non-experts. The webpage also contains information on the cultural and educational actions within CRP, using EU funds and links to the partners of revitalisation. Particular attention was paid to pilot area "Śródką". The information about it can be found among others in a quarterly magazine "Wokół Śródką", available in electronic version as well.

A drawback of the presentation (similarly to other cities) is the lack of "spatial" approach to the issue – despite the fact that revitalisation concerns a particular place in the city's space (district's, block's space), on the web pages there are no visualisations or maps depicting problematic situations or the location where actions are to be undertaken. There is also a lack of offers for investors, information for tourists or potential residents. Therefore, the presentation is more like a documentation of the city's actions, and not an Internet source of information on the revitalised districts.

Consulting

Despite the fact that conducting social consultation was declared in all LRP, the depiction of means of its recording is relatively sparse. The most frequently enumerated instruments of consultations were surveys carried out among the citizens (Fig. 3), which was declared in nearly a half of the programmes. Traditional (printed) surveys were more frequent than Internet surveys – 35% of the cities decided on this kind of research. The main channels of distribution of surveys were the local press, schools, and above all distributing surveys in the city hall and other public utility buildings. Occasionally the surveys were delivered into houses or it was decided to carry out the survey on the streets or by the telephone. Only 22% of the cities with analysed LRP decided to place the survey in the Internet.

The people preparing programmes most frequently asked about the anticipated actions (65% of all surveys) and the problem of the anticipated effects of the actions was brought up and much less frequently (23%) (Fig. 4). The people surveyed were also asked to identify the problems in spatial, economic and social area they can see in the revitalisation area (54% of the surveys). The extent of the area was taken into account in less than 45% of the surveys, and 35% of them included a question about the purpose of undertaking revitalisation initiatives. Occasionally appeared questions regarding evaluation of life standard in the city or revitalisation actions taken by the city so far, and the extent of social

participation in the city administration. Almost one fourth of the programmes with survey as a tool of obtaining information did not specify issues in the surveys. Only a few cities (nearly 2%) decided on detailed social research of revitalisation area before preparing the LRP.

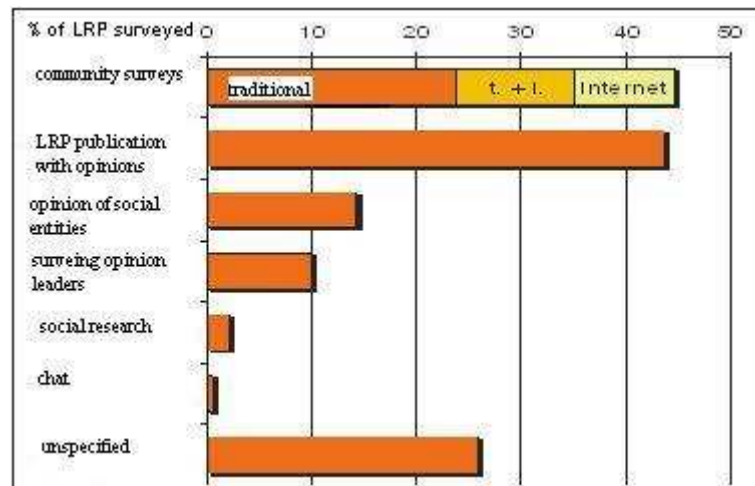


Fig. 3. Means of consultation in LRP
Source: own development.

About 14% of the documents anticipated consultation with economic entities and/or social organisations operating in the city. Only one programme included an Internet chat as a way of social consultation. In some of the documents (44% LRP²⁶) publication in the Internet with a possibility to give comments on a form or by email was declared.

The first stage of the Integrated Revitalisation Programme of Central Areas in Łódź was a research on the conditions of geographic environment of the analysed area, including social analysis based on the surveys. The scale of the social research carried out was unique in Poland – it was carried out among nearly 5% of the revitalisation area population. The aim of research was to "assess chances and risks of the revitalisation programme of the city centre caused by the residents' financial possibilities, as well as their anticipations and approaches in the cognitive, emotional and behavioural aspect to their own place of residence and the neighbouring area" [Starosta et al. 2004, <http://www.uml.lodz.pl/prorevita>].

²⁶ It might be assumed that a part of the authors did not acknowledge LRP publication (within the so called project's draft presentation) as a form of consultation

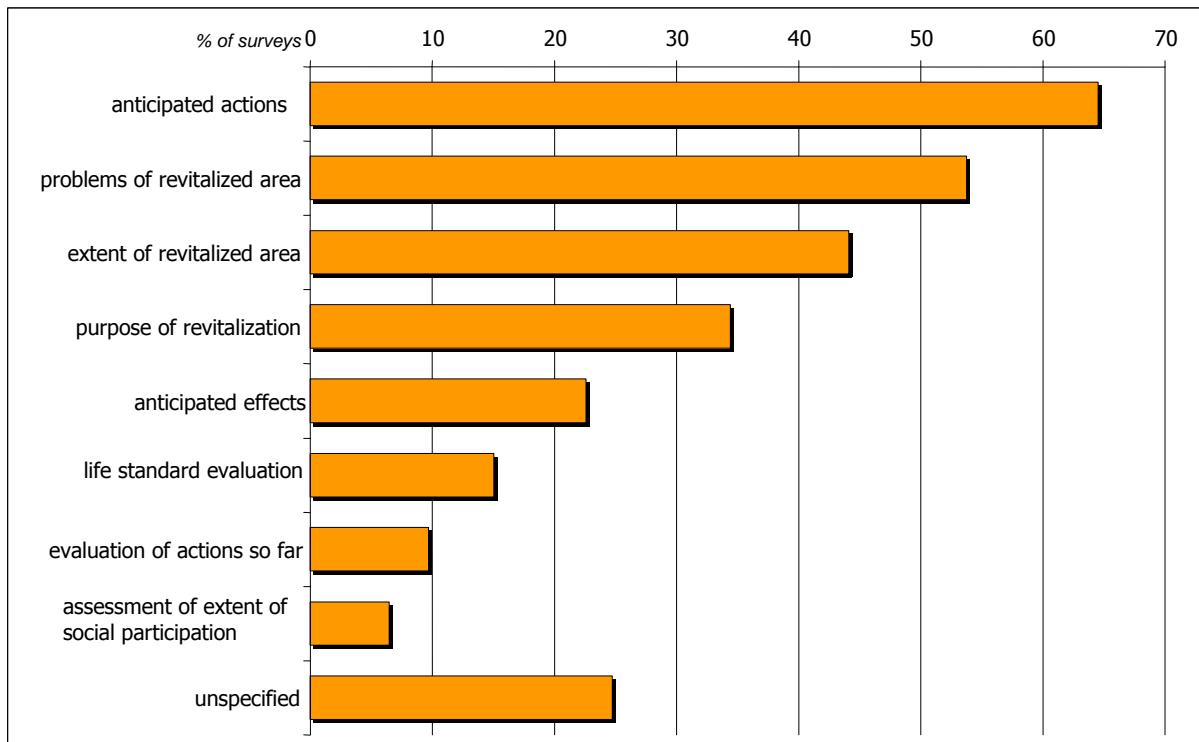


Fig. 4. Subjects of surveys carried out within LRP preparation

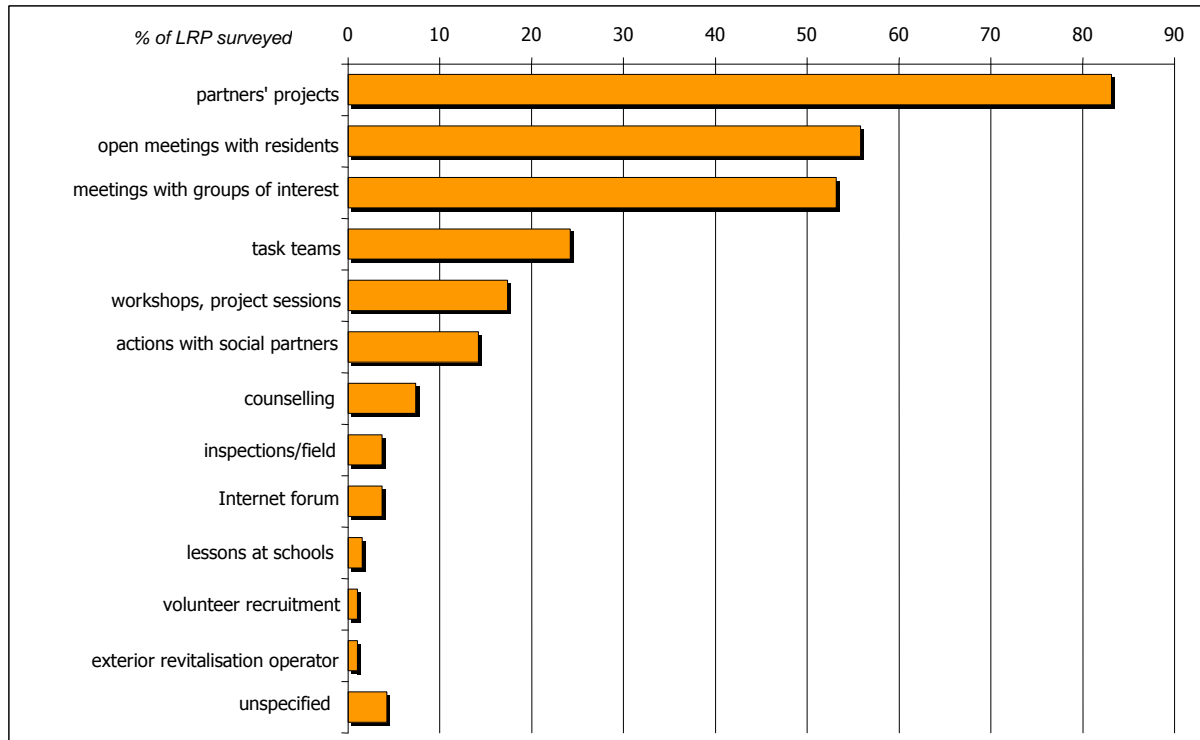
Source: own development

Means of consultations – social research: Łódź

The surveys concerned characteristics of the centre's residents (professional and social status, education, housing standard), their spatial diversity, ties to the neighbourhood and local community, life quality, evaluation of architectural environment. The respondents were also asked about their vision of the future regarding the area and of the direction of transformation. Therefore, it was an answer to the question if functions of the analysed area should be service, trade and business, or should be a housing district mainly catering for the residents' needs.

Active participation

The majority (83%) of LRP assumed participation of social and private partners, therefore they included private investors in revitalisation processes. It has to be noted that in most of the remaining cases the city failed to gain partners, despite the declarations. Almost 56% of LRP declared open meetings with the residents, and 53% meetings with particular groups of interest (most frequently - groups of potential beneficiaries).



(Fig. 5) Less popular are workshops and project sessions (17% of the cities). Occasionally (less than 7%) are organised sessions in the field. Altogether over 75% of the cities declared at least one form of meetings with residents.

One fourth of the cities included social partners or representatives of the local economic environment in the work of task teams for revitalisation issues or created special revitalisation forums with participation of these circles. Some of the cities (14%) planned undertaking collective projects with social partners or organising counselling (7%), and two of the cities analysed planned to give the revitalisation operator function to a social partner. In single LRP were included such actions as lessons on revitalisation at schools or volunteer recruitment. The use of interactive Internet tools (forums, discussion groups) as a cooperation technique is very uncommon (4% of the cities).

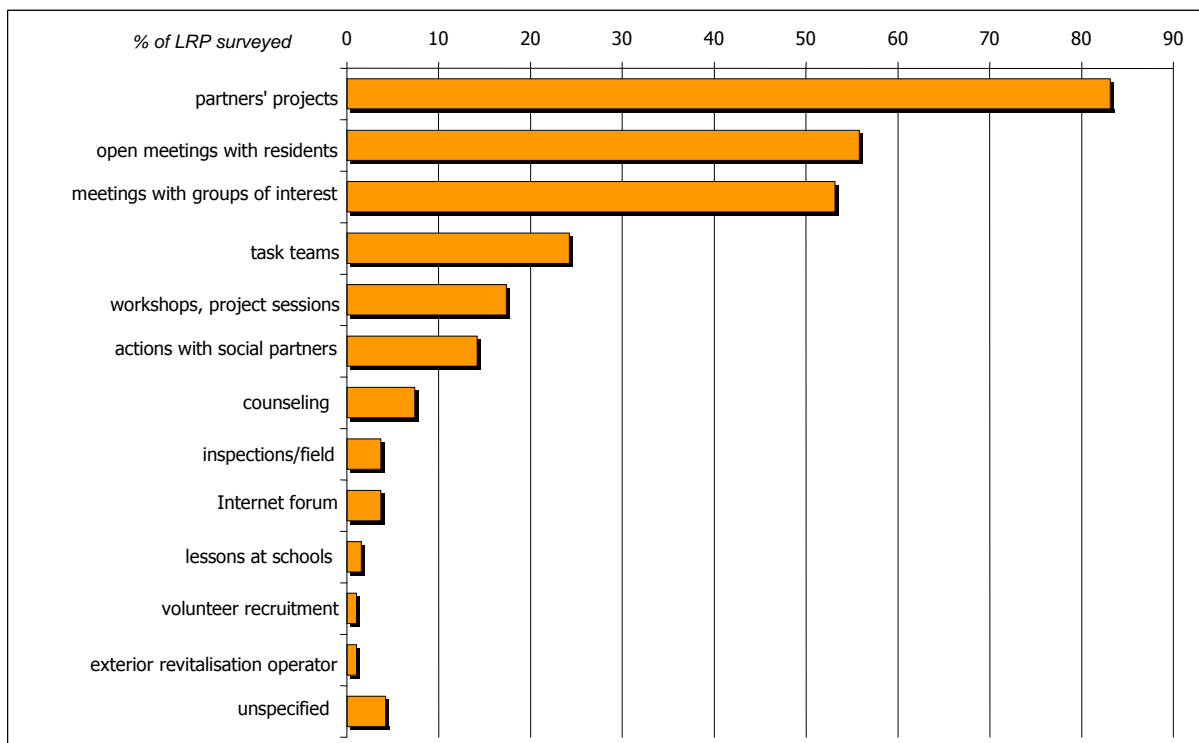


Fig. 5. Means of active social participation in LRP

Source: own development.

Instruments of active participation – local referendum: Przemyśl

One of the key projects of the Local Revitalisation Programme of the Przemyśl City²⁷ is "Revitalisation of the Old Town Market in Przemyśl". The renovation project anticipating a significant interference in the market square's architecture aroused controversy both in the circles of restorers, art historians and architects, and among the citizens. In December 2008 a non-governmental organisation – The City Improvement Society – started a campaign to collect signatures for an application to carry out a local referendum. The referendum concerning the Market's renovation took place on the 26th April 2009. A vast majority of the people taking part in the referendum (about 70-80%) opted against the changes proposed. Despite the fact that the attendance (19%, 30% required) was not enough for the outcome of referendum to become binding [Delmanowicz, 2009], the initiative of non-governmental organisation triggered a discussion on the issue of territorial management of the Market, and the city authorities declared that the renovation concept shall be modified [Kobiałka, 2009].

²⁷ In force since 2006, updated by the resolution no. 218/209 of the Rada Miasta w Przemyślu (Przemyśl City Council) of 26th November 2009

Conclusion

The data presented may constitute a basis to identify the strengths and weaknesses of the actions taken by the cities on the social participation in revitalisation. All of the analysed programmes anticipated informing the local community about taking the actions and progress of revitalisation. Common use of press and local media, as well as the Internet, in informing the public is recognised as a strength of the programmes. In the aspect of providing information there was the highest number of means enumerated in LRP, and the use of many of them was declared in a number of programmes. However, it should be noted that the scope of the information presented is not sufficient, particularly in the aspect of problems identified in revitalisation areas (i.e. reasons for undertaking actions by the authority), and in the visual presentation of anticipated changes. Lack of visualisations of the suggested solutions is particularly surprising, because many of them concerns public space, often on the citywide scale. It might cause disapproval of unaccountable for the citizens investments, which example is the described above unsuccessful attempt of rebuilding the market in Przemyśl. It can be easily noticed that despite the fact that a majority of the local authorities declares the use of Internet, only a few of them decide to create revitalisation portals, and in most of the cases the information on revitalisation appear incidentally in the city's web pages in sections concerning current events or investments. They are not a source of knowledge on the actions taken, but rather a collection of random information. These deficiencies are not compensated by any information campaigns in the field, such as creating local infocentres or placing information boards with visualisations.

As far as consultations and active participation are concerned, using surveys on the problems and needs of revitalisation, as well as participation of social organisations in preparing the programmes are declared in most of the documents. However, the percentage of the local authorities that decide on detailed research of the citizens' situation and their expectations carried out in the field is very low.

Participation of private partners' projects is common, because the cities were in a way obliged to it by domestic and EU regulations. However, it should be noted that frequently they are random projects gathered during "social consultations", without any assessment of their value for the programme and chances of their execution [cf. Muzioł-Węclawowicz, 2009].

The potential of interactive Internet tools (forums, discussion groups), a relatively cheap and effective way of communication and active participation, remains still unused.

Similarly as in the case of means of informing, these deficiencies are not compensated by actions in the field, getting directly through to the local community, such as site inspections and workshops in the revitalised area, task teams with participation of the citizens, lessons at schools, or using the help of the persons of public trust to activate the local community.

The data presented above, as well as analysis of LRP records induce a statement that the local authorities, preparing and implementing revitalisation programmes, do not provide for a full participation of community in them, focusing mainly on social communication or even just revitalisation marketing, and implementing only the imposed, simple minimum of the proposals given during social consultations. Analysis of the entries concerning social participation appearing in the guidelines of preparing local revitalisation programmes can explain only some of these deficiencies. A part of the guidelines emphasises revitalisation marketing, paying little attention to the actual participation.

What also draws attention, is the conventionalism and general character of entries concerning social communication or public participation in many programmes. Copying fragments from strategic documents (with which LRP should be in accordance) without any reference to local characteristics is a common practice. Therefore, the entries concerning social participation (and rather more frequently social communication) are not treated as an integral, individually prepared part of LRP, but only as obligatory, imposed by the guidelines chapter – a rather theoretical description of possible instruments than a record of actual activity of the local authorities. It should also be noted that only few institutions managing operational programmes decided on the obligation of documenting the social consulting process.

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Synopsis

The purpose of this work was to research the instruments of social participation used by the local governments in Polish cities within the local revitalisation programmes (LRP). The research was conducted on the basis of LRP available in the Public Information Bulletins.

Key words: social participation, revitalisation, local revitalisation programs

Table 1. Entries concerning social participation in the guidelines for preparing LRP within operational programmes

Programme/ Voivodeship	Entries concerning social consultation	Entries concerning partners' participation	Entries concerning social projects	LRP consultation report
IROP guidebook	The basis of cooperation is mutual trust and favourable public opinion. The easiest way to achieve it is via proper social communication – public relations strategy of revitalisation programme. Due to reliable information given to all the interested before, as well as during the programme, mutual trust can be built (...). Each city should develop its own model of such cooperation.	Local social-economic partners should participate in works concerning preparation of revitalisation programmes.	Revitalisation concerns not only infrastructure, but above all creating suitable conditions for life improvement of the community in the revitalised area. It is important that the actions taken within revitalisation programmes contributed to creating job opportunities and counteract social exclusion, or even digital divide.	–
IROP requirements	–	The programme anticipates cooperation of various local partners: both in the public sector, and local entrepreneurs, as well as non-governmental sector. All non-public partners and their role must be indicated in the Programme; without it the plan is not "integrated" and does not fulfil IROP requirements.	If the programme does not indicate any social, economic, or ecological-spatial aims, it should not be regarded as a Revitalisation Programme pursuant to IROP.	–
Dolnośląskie	Guarantee of participation of the social and economic circles representatives, particularly from the revitalisation area, is necessary.	It is recommended to include to the LRP list of enterprises some tasks in form of partnership, or giving relevant funds for execution of independent enterprises by external entities, e.g. housing associations or cooperatives (...), or non-governmental organisations.	The infrastructural enterprises must be accompanied by social enterprises (...). Not executing social initiatives or their restriction (...) may result in limitation or resigning from LRP funding from ROP priority funds.	–
Kujawsko-pomorskie	The Managing Authority (...) shall organise a number of meetings, conferences and workshops on the principles of consultations focusing on the merit, particularly within the Revitalisation Forum. Participation of social and economic circles representatives is necessary. Carrying out comprehensive LRP social consultations along with detailed list of projects to support is obligatory.	Including (...) partners, also private: commercial or non-commercial. It is recommended that the initiatives worked on the principle of empowerment. It is permissible to include in the LRP list of enterprises some of the tasks in form of partnership (...), or giving relevant funds for execution of independent enterprises by external entities.	The infrastructural enterprises must be accompanied by social initiatives.	Final report on LRP consultation in form of annex with detailed description of the course of consultation is necessary.
Lubelskie	Revitalisation should be based on the cooperation of the local government with the residents, real estate owners, and social-economic partners.	Partners' projects should be included within the programme. Supporting cooperation in the programme and flexible approach to public-private partnership.	Revitalisation programme should be above all interdisciplinary and be a multidirectional operational document – revitalisation should not be presented in the documents only in the	The level of socialising works on the programme relevantly

Programme/ Voivodeship	Entries concerning social consultation	Entries concerning partners' participation	Entries concerning social projects	LRP consultation report
	The level of socialising works on the programme shall be one of the basic criteria of LRP evaluation.		context of investment tasks.	presented in the programme document or in the social consultations report.
Lubuskie	The programme, before final approval, should be a subject of social consultations. Means of social communication leading to obtaining the possibly biggest number of LRP supporters: – direct (e.g. civil servants meetings with citizens, information by post or telephone), – indirect (e.g.) information publications, media interviews).	The projects can be executed also on the basis of public-private partnership.	–	–
Łódzkie	Preparing LRP should take place during the process of social consultations, both when dealing with LRP merit, and the list of projects. In case of including non-dependent on the city authorities entities in the LRP, particularly social and economic partners, it is recommended to guarantee the participation of these entities in the process of LRP management.	The projects with LRP should be executed with the cooperation of social and economic partners, therefore some of the tasks should be carried out in form of partnership.	It is necessary for infrastructural projects to be accompanied by social initiatives (...). Not executing social initiatives or their restriction (...) may result in limitation or resigning from LRP funding from ROP priority funds.	Final report on the social consultations presenting their course and final agreements must be an annex to LRP.
Małopolskie	Principles of revitalisation programme execution – participation of expert assemblies and the citizens, particularly real estate owners. Detailed social consultations on the programme document at all stages of its preparation, – participation of the citizens, social and economic entities and other (definitions based on the scale of participation: information, consultation, partnership).	It is significant that in revitalisation processes not only the public sector was included, but also private and non-governmental (...). The necessary actions are: determination or identification of different forms of prompting these entities to actively participate in revitalisation processes, determining external partners by the installation and execution of the programme where it is possible – determining and explaining the execution of enterprises on the basis of public-private partnership. Description of implementing and social communication should contain: (...). Description of obtained partners and their	Revitalisation is a combination of technical actions with economic recovery programmes and actions for solving social problems.	–

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Programme/ Voivodeship	Entries concerning social consultation	Entries concerning partners' participation	Entries concerning social projects	LRP consultation report
		experience in execution of the programme's anticipations, (...) signed agreement with partners.		
Mazowieckie	–	The Local Revitalisation Programme should be created with the participation of social-economic partners.	Connection with other revitalisation projects that aim at restricting disadvantageous social phenomena, economic recovery, cultural activation, improvement of environment condition.	–
Opolskie	By the consultations is understood at least enabling the citizens to give their opinions regarding the document or giving suggestions of investment tasks (with use of the webpage). (...) It is recommended to organise at least one open consulting meeting with the citizens, which results shall be presented on the webpage of the City Hall.	It is necessary (...) to create a local social-economic partnership – partnership (actions for gaining institutional partners – banks, public institutions, non-governmental organisation etc., actions for gaining private investors – tenement buildings owners, housing associations, developers, Communal Building Societies, etc.).	Preparing pro-social activities for people threatened by social marginalisation, preparing economic development programmes, e.g. on restoring or development of local services, including creating the so called microprogrammes.	Description of social consultations organised at the stage of preparing the programme
Podkarpackie	–	Local revitalisation programme should be created with the participation of social-economic partners and be a significant contribution in creating civil society. Financial encouragement for undertaking actions by individual citizens (subsidies and discounts from the commune).	–	–
Pomorskie	The first element of the consultation process should be actions (...) of giving information to the citizens on crisis areas and the necessity of revitalisation (...). The next stage of consultations should be discussions on the plans and anticipations of the City, the content of revitalisation programme and the scope and order of its projects (...). The last stage of consultations should be involving the local community in the programme execution and revitalisation projects.	All projects must be executed in form of a partnership. The partners in the projects coordinated by the local government shall be among others non-governmental organisations, cultural institutions, churches and religious associations, housing associations and cooperatives, police and other entities which participation is significant for effective execution of revitalisation programme.	From the view of the effectiveness of revitalisation actions it is particularly significant that they were not only infrastructural actions, but they should be executed as complex, interdisciplinary enterprises, including investment activities and activities aiming at economical and social revival.	Documented process of consultation with the citizens;
Śląskie	–	Means of initiating cooperation between public sector, private sector and non-governmental organisations.	–	–
Świętokrzyskie	Social consultations and partnership cooperation within the revitalisation	The ROP Managing Authority decided that in the case of revitalisation projects a territorial	The reference point for planning and execution of revitalisation enterprises should be, above all,	–

Programme/ Voivodeship	Entries concerning social consultation	Entries concerning partners' participation	Entries concerning social projects	LRP consultation report
	programme.	local government entity can be the only applicant. Other entities, public and private, may take part in the project as partners. As far as it is possible, not only the territorial local government entities', but also private investment and initiatives should be taken into account.	the social context.	
Warmińsko-mazurskie	The areas included in revitalisation process should be determined on the basis of research and analyses findings, as well as conclusions from the organised social consultations with the entities interested. The Managing Authority offers a possibility to participate in revitalisation programmes and projects to social and economic partners (the citizens invited into discussion and giving opinions, as well as non-governmental organisations, private entrepreneurs, etc.)	The programme anticipates cooperation of various social and economic partners (citizens, institutions, non-governmental organisations, entrepreneurs, etc.).	Reinforcing social functions aims at limitation of negative social phenomena by creating services for the residents of bleak apartment houses (especially young people) with the use of the premises and buildings owned by housing association.	Conclusions from the organised social consultations.
Wielkopolskie	The authority preparing revitalisation programme may find it justifiable to organize social consultations on the draft of the document. By the consultations is understood at least enabling the citizens to give their opinions regarding the document or giving suggestions of investment tasks (with use of the webpage). (...) It is favourable to organise at least one open consulting meeting with the city/commune/powiat residents.	In the revitalisation process, apart from the local authorities participation, in most of the cases participation of the local community representatives and other partners, among others social, economic and non-governmental organisations is recommended.	The programme should guarantee an integrated approach enabling concurrent connection of the issues of economic activity, public services, social structure, natural environment, city transport.	–
Zachodniopomorskie	LRP shall be a document defining the needs for and means of revitalisation determined with the cooperation of the possibly biggest number of partners. In particular, the possibility to give opinions on LRP should be given to the citizens, social organisations, public authorities, services responsible for maintaining safety. The final form of revitalisation programme cannot be inconsistent with the local community expectations.	Local revitalisation programme should be created with the participation of social-economic partners and be a significant contribution in creating civil society.	The fundamental LRP requirement is determining the Integrated Project (IP) understood as a sequence of activities connected with each other (...). The IP should consist of infrastructural and non-infrastructural subprojects executed by the commune, and of other revitalisation process partners. The infrastructural enterprises should be accompanied by social enterprises (...).Not executing social initiatives or their restriction in the supported area may result it limitation or	During the LRP creation process it is necessary to organise social consultations, and the report on them include in the content of the document or as an annex.

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Programme/ Voivodeship	Entries concerning social consultation	Entries concerning partners' participation	Entries concerning social projects	LRP consultation report
			resigning from LRP funding from ROP priority funds.	

Source: own development.

Źródło: opracowanie własne